

Appendix F-1 Position Description for Program Managers (Non-Supervisory Roles)

The following is a generic position description (PD) for program managers, specifically managers without supervisory responsibilities. The PD provides a more detailed description of the program manager's responsibilities and other relevant information to help the PM better understand his/her role in the EERE program management environment. (Note that the PD is a work in progress.)

Introduction

The Office of Energy Efficiency and Renewable Energy (EERE) is the lead Federal government organization for energy efficiency and renewable energy technology research and development. Its mission is to help the Nation achieve greater energy efficiency and security, environmental health, and economic productivity, by exercising Federal leadership in developing policies, information, technologies and collaborative partnerships with states, industry, and energy consumers that accelerate and expand the use of renewable energy and energy efficient technologies and practices.

Major Duties

Serves as manager of a program or major segment with significant resources, making decisions on work problems. Serves as a recognized authority and technical expert on highly complex technical matters pertaining to the assigned Program, and on issues pertaining to required resources. Evaluates and makes authoritative technical judgments on concepts, proposals, experiments, and the initiation of field projects to support overall program accomplishments. Initiates, plans, and conducts periodic visits to field organizations to provide on-site technical advice and guidance.

Develops planning issues and guidance in consultation with the Office Director or immediate supervisor including recommendations for program focus consistent with the National Energy Policy and EERE's implementation of activities to conform to said Policy. Develops specific requirements, long-term goals and objectives, and schedules of completion for tasks involved. Evaluates and makes authoritative technical judgments on concepts, proposals, experiments and alternative solutions to technical problems that have the effect of determining major direction in national policy and programs.

Establishes or recommends policy with respect to assigned program and other related programs, and directs the implementation of such policies, working with major stakeholders across the country and with senior officials in other federal agencies. Interprets and implements program policies, priorities and goals established by the administration and Congress to address the energy needs of the Nation. Interprets DOE policy directives, assuring proper execution and accomplishment of program goals and objectives.

Develops, justifies, and allocates the annual budget for his/her assigned program assuring that the plans and funding requirements fully support and are consistent with legislative mandates and DOE goals and objectives. Develops, coordinates, and organizes funding allocations for assigned Program. Articulates and defends proposed program strategies and budget proposals

to senior DOE officials, on the allocation of funding among program areas; establishes the funding distribution among different projects and transmits budget guidance to the affected project managers. Monitors the execution (authorization, obligation and expenditures) of approved budget for assigned program area.

As Program Manager, initiates various projects necessary for the accomplishment of program goals and objectives. Conducts analyses of same projects and budget levels assigned to each project to determine the level of responsiveness to EERE's management objectives. Evaluates program progress and periodically discusses with Office Director the status of projects, plans and deviations from projected goals. Evaluates goals and objectives in place determining those that need additional emphasis.

Directs and coordinates the preparation of scope of work for obtaining contractor assistance in carrying out the activities required to accomplish the goals and objectives of the assigned program. Negotiates cost-sharing and other contractual terms with appropriate participation by procurement offices and the Office of General Counsel. Monitors and evaluates on a continuing basis, through periodic project reviews, site reviews, presentations and reports, contractor performance in meeting work objectives, work quality, cost maintenance, and schedule milestones for assigned activities. Through the Contracting Officer, the incumbent initiates and implements modifications to project plans, contracts and agreements resulting from changes or redirection of objectives or funding allocations in the assigned program area.

Provides leadership at the national, State and local levels to promote the objectives of the program through work with public interest groups and national associations, as well as with Congressional, State and local officials. Works with stakeholders across the country and with senior officials in other federal agencies.

Represents the Office on interagency task forces, committees, scientific and technical meetings and symposia, at conferences, other federal agencies, academia, private industry, and other groups regarding technical, management and policy issues. The incumbent plans, directs, coordinates, and oversees the preparation of reports and other communications required to support DOE's position as it relates to assigned program in response to inquiries from Congress, States, interagency bodies, and professional organizations. Develops technical briefs specifically designed to analyze and communicate the status of assigned program area for certain targeted groups such as, Congress, States, business/industry, and professional organizations. Prepares issue and briefing papers for senior EERE management to share with key DOE officials and other Federal agencies concerning energy efficiency and renewable energy programs.

Performs other duties as assigned.

Factor 1. Knowledge Required by the Position

Mastery of advanced program management and organizational concepts, principles and practices along with the comprehensive knowledge of planning, programming, budget regulations, project management techniques, guidelines and processes sufficient to define issues and problems, and to manage and coordinate work.

Knowledge of analytical and evaluation methods and techniques sufficient to assess and measure program success and effectiveness.

Knowledge of the Federal budget processes, procedures, and requirements concerning the formulation, justification and execution of program budgets.

Knowledge of EERE programs and policies and their interrelationships with the assigned program.

Ability to apply new developments and experienced judgment in solving a variety of highly complex technical problems.

Skill in written and oral communication to direct program activities, present professional papers, prepare technical and administrative reports, and to develop responses to congressional inquiries.

Factor 2. Supervisory Controls

The incumbent works under administrative supervision and is delegated complete responsibility and authority to plan, schedule, and orchestrate program activities, make decisions and commitments in assigned program areas, keeping the supervisor informed of technical developments or controversial issues which significantly affect program, operational or policy aspects of organization objectives and operations. The incumbent is a recognized expert in his/her specialty field. Decisions, conclusions, and recommendations are considered technically authoritative and accepted as accurate based on the incumbent's broad experience and expertise. Work results are reviewed for adherence to administrative policy and accomplishment of overall program objectives.

Factor 3. Guidelines

Available guidelines consist of congressional authorization and appropriation legislation; broad policy direction provided by the supervisor with respect to objectives and scope of EERE and assigned program responsibility; applicable statutes, executive orders, departmental regulations, rulings of regulatory bodies; other federal directives, program directives and funding authorizations; program management directives, and recognized managerial theories and tools. Because of the nature of the recommendations required of the incumbent, each issue or problem must be approached from a fresh perspective and all factors weighed in light of policy guidelines.

The work involves planning, and coordinating a wide range of on-going program assignments that include managerial, technical, administrative and budgetary responsibilities. They require a broad range of technical knowledge and experience to assess and provide advice on complex, innovative and technological approaches and techniques needed to address current or potential problems in assigned program area. Assignments involve situations that influence a broad range of activities, that concern highly specialized functions. The incumbent evaluates the implications of new developments and concepts and their effect upon program functions, and formulates long-range plans designed to ensure that Program goals and objectives are

realized. He/she is required to coordinate Program activities and make substantive recommendations in a very complex and dynamic environment, requiring a high degree of originality and insight. Innovation, unique approaches to problem solving, and flexibility in planning and execution are necessary to accomplish the work.

Program assignments are usually of long duration, and of such scope that they frequently require directing a team effort. Such work requires consideration of the immediate as well as the long-range effect of proposed actions on stakeholders, customers, the public at large, and/or on other Government programs. The incumbent's interaction with others must reflect consideration of sensitive, political, economic, and social factors that impact program goals and objectives.

Factor 5. Scope and Effect

The purpose of the work is to guide major programs or program segments through to completion, resolve critical problems that arise, develop new approaches to be followed by others, and to insure the accomplishment of program goals and objectives. The incumbent serves as a recognized authority in his/her specialty area and as a technical advisor to management.

The scope of the program is national or international in that the mission of EERE is related to industrial productivity and enhancement of public health and the environment. The quality of the incumbent's work, program accomplishments, and the advice and guidance provided to EERE officials, both at headquarters and in the field, and leadership provided at national and State levels to promote the objectives of the program through work with public interest groups and national associations, as well as with congressional staffs, State and local officials impacts the successful accomplishment of EERE's mission

Factor 6. Personal Contacts

Personal contacts are with managerial, scientific, and technical personnel in DOE, management of other federal and state government agencies, congressional staffs, industry, academia, and public and private sector organizations that influence the development, improvement and market penetration of energy efficient practices and technologies. Contacts are mainly through meetings, conferences, workshops, and similar forums.

Factor 7. Purpose of Contacts

Contacts with DOE Headquarters officials are to exchange information, facilitate consensus, and determine appropriate program and operational implementation methodology. Contact with field management is to exchange information and to provide program guidance and direction and oversight to ensure the use of appropriate program and operational implementation methodology. Contacts with officials of other Federal and state agencies, and with public and private sector officials are to negotiate agreements on program objectives, justify or settle matters involving significant or controversial issues, and to discuss results and ways to improve program effectiveness. Contacts with congressional, national, state and local regulatory officials and public and private sector representatives are for the purpose of fostering energy

efficiency initiatives and to promote partnerships for appropriate initiatives. Contacts with the general public are to provide information on EERE and DOE policies and programs, with particular emphasis on assigned program area.

Factor 8. Physical Demands

The work is sedentary with no unusual physical requirements. Periods of business travel may be required.

Factor 9. Work Environment

Work is routinely performed in an office setting.

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Appendix F-2 Performance Objectives for Program Managers

The following are the performance objectives for program managers in planning and evaluation, budget formulation, and budget execution. These objectives link the responsibilities of the position descriptions to the performance requirements of the organization.

Planning and Evaluation Objectives

1. Develops/updates a current multi-year plan/roadmap that is aligned with EERE direction and program priorities, objectives, and results approved by the supervisor.
2. Effectively plans for the full utilization of all resources available for program implementation. Uses costing of obligated funds as a measure of work performance and program completion. At the end of each fiscal year, all funds should be obligated, and all obligated funds should be costed except a minimal amount to ensure continuity of work. As a benchmark, this should be less than 25 percent of annual appropriations.
3. For the budget level provided, develops an annual spend plan 60 days prior to the fiscal year of implementation that is aligned with program priorities and objectives.
4. Concurrent with the annual spend plan, develops an annual procurement/fund transfer plan that transmits 90 percent of the funds with the first fund transfer of the new fiscal year, that completes work to the maximum extent feasible, and that defines the basic scope of work and evaluation criteria for procurement/financial assistance solicitations.
5. Directs retrospective peer reviews of the performance, progress and results of the assigned program/program area.
6. Refines annual and multi-year plans using retrospective peer review results.
7. Through the chain-of-command, advises management of any developments that may substantially affect program policies, perceptions of the effectiveness and efficiency of the program, or the attainment of program goals, objectives, or results.

Budget Formulation Objectives

1. Prepares budget requests that align with EERE priorities and directions.*
2. Revises budget requests throughout the budget formulation process.*
3. Develops briefing materials and appeals.
4. Writes replies to Congressional questions and inquiries that reflect EERE positions.
5. Writes congressional testimony that aligns with EERE priorities and directions.
6. Through the chain-of-command, advises management of any Congressional staff inquiries and any substantive issues concerning the budget request and defense process.

* These tasks are accomplished through the EERE Strategic Management System.

Budget Execution Objectives

1. Develops and maintains complete and accurate spend plan, project, and milestone spreadsheets as part of the EERE Budget Hut for the Strategic Management System.
2. Develops fund transfer and procurement documents.
3. Assigns work tasks to support service contractors and national laboratories consistent with their roles as defined by Departmental guidance.
4. Monitors the processing of fund transfer and procurement documents to ensure the transfer of funds for implementation.
5. Monitors task orders, financial assistance action, and acquisition actions to ensure performers' (includes national laboratories) compliance with the approved scope of work and cost and performance schedules.*
6. Directs corrective performance actions on the part of national laboratories, other contractors, and recipients.*
7. Monitors monthly MARS/FIS reports to track the status of the obligation and costing of funds.
8. Formulates and directs corrective actions with national laboratories and DOE Procurement Offices to obligate funds.*
9. Formulates and directs corrective actions with national laboratories and DOE Procurement Offices to cost funds.*
10. Evaluates proposals/applications for acquisition or financial assistance actions as either and initial reviewer, merit review chairperson or member, and/or program policy reviewer (some of these may be for other programs).
11. Writes responses to assigned correspondence, taskers, vetting requests, and other inquiries.
12. Through the chain of command, advises management of any developments that may substantially affect program policies, perceptions of the effectiveness and efficiency of program implementation, or the attainment of program goals, objectives or results.

*EERE Budget Hut provides effective program/project management tools for these tasks.

Appendix F-3 Learning Needs Questionnaire

PROGRAM MANAGEMENT SELF-ASSESSMENT QUESTIONNAIRE

This confidential self-assessment questionnaire was developed as one of several tools to help EERE improve program management. Its purpose is to help you assess your learning needs relative to becoming and/or remaining highly proficient in the tasks required for management of EERE programs. You should use it if you are managing an EERE program or are engaged in related program management activities and aspire to becoming a highly effective and successful program manager. Your responses will help you select training or developmental opportunities.

In completing the questionnaire, please keep in mind that your objectivity, candor and thoroughness will yield information and insights of significant value to you in further developing your program management skills.

Instructions:

1. For each item, place a check in the block corresponding to the level of your training need (see the key below). Place another check to indicate how important that knowledge, skill or ability is to your current job and/or your career aspirations. If you do not know the importance, check “don’t know.” Taken together, the two checks will indicate which training to emphasize.

Your observation regarding your training needs is that:

- | | |
|--------------------|---|
| (1) little or none | you are very knowledgeable and proficient and do not need training. |
| (2) moderate | you are capable of quality performance but there is room for further training and development. |
| (3) extensive | you do not have enough background or skills to achieve your objectives and would greatly benefit from extensive training and developmental opportunities. |

Assessment key:

Your training need (1) little or none, (2) moderate, (3) extensive

Importance to your work (1) unimportant, (2) important, (3) critical, (4) don’t know

Your observation regarding importance to your job performance and/or your career aspirations is that:

- (1) unimportant the item is not relevant or useful in your program related work.
- (2) important the item is significant and useful in your program related work.
- (3) critical the item is essential in your present program/job/career or to your future as a program manager.
- (4) don't know you do not have enough experience to make a judgment.

I. PLANNING

1. Knowledge of the various types of DOE and EERE plans, their purposes, contents and uses.

Type of plan	Training need	Importance
strategic plans	(1)___ (2)___ (3)___	(1)___ (2)___ (3)___ (4)___
multi-year program plans	(1)___ (2)___ (3)___	(1)___ (2)___ (3)___ (4)___
annual performance plans	(1)___ (2)___ (3)___	(1)___ (2)___ (3)___ (4)___
crosscut plans	(1)___ (2)___ (3)___	(1)___ (2)___ (3)___ (4)___
project plans	(1)___ (2)___ (3)___	(1)___ (2)___ (3)___ (4)___
acquisition plans	(1)___ (2)___ (3)___	(1)___ (2)___ (3)___ (4)___
spend plans	(1)___ (2)___ (3)___	(1)___ (2)___ (3)___ (4)___

Assessment key:

Your training need (1) little or none, (2) moderate, (3) extensive

Importance to your work (1) unimportant, (2) important, (3) critical, (4) don't know

2. Ability to translate long-term (strategic) organizational goals and objectives into program goals.

Training need (1)___ (2)___ (3)___

Importance (1)___ (2)___ (3)___ (4)___

3. Ability to create a comprehensive multi-year program plan defining the objectives and milestones of a program covering five years or more.

Training need (1)___ (2)___ (3)___

Importance (1)___ (2)___ (3)___ (4)___

4. Ability to effectively plan annual operations (e.g., program execution plan, annual operating plan) covering the activities and associated funding for a program for a specific fiscal year.

Training need (1)___ (2)___ (3)___

Importance (1)___ (2)___ (3)___ (4)___

5. Ability to clearly define performance-based objectives, measures and expectations as the core elements of a plan.

Training need (1)___ (2)___ (3)___

Importance (1)___ (2)___ (3)___ (4)___

6. Ability to facilitate a team planning process.

Training need (1)___ (2)___ (3)___

Importance (1)___ (2)___ (3)___ (4)___

7. Ability to conduct facilities and capital asset planning.

Training need (1)___ (2)___ (3)___

Importance (1)___ (2)___ (3)___ (4)___

8. Knowledge of the Planning aspects of the EERE Strategic Management System (SMS), its products, processes and schedules.

Training need (1)___ (2)___ (3)___

Importance (1)___ (2)___ (3)___ (4)___

9. Ability to use the EERE Budget Hut for storing and retrieving planning information.

Training need (1)___ (2)___ (3)___

Importance (1)___ (2)___ (3)___ (4)___

Assessment key:

Your training need (1) little or none, (2) moderate, (3) extensive

Importance to your work (1) unimportant, (2) important, (3) critical, (4) don't know

II. BUDGET FORMULATION

1. Knowledge of budget formulation techniques and EERE budget formulation requirements, including understanding of key budget terms, e.g., appropriation, budget authority, obligation authority, authorized, obligated, costed, outlayed, etc.

Training need (1)___ (2)___ (3)___

Importance (1)___ (2)___ (3)___ (4)___

2. Knowledge of the DOE budget formulation process and its specific phases including the budget call, corporate budget review, OMB budget review and the President's budget request to Congress.

Training need (1)___ (2)___ (3)___

Importance (1)___ (2)___ (3)___ (4)___

3. Knowledge and understanding of Congressional Budgets including Budget Resolutions, Authorization Bills, Appropriation Bills, Continuing resolutions.

Training need (1)___ (2)___ (3)___

Importance (1)___ (2)___ (3)___ (4)___

4. Knowledge of the legislative process that produces Congressional Budgets including introduction of bills, committee referral, agency comments, committee hearings, markups, committee reports, floor action, conference committee, conference report, Presidential approval or veto.

Training need (1)___ (2)___ (3)___

Importance (1)___ (2)___ (3)___ (4)___

5. Ability to influence budgets through clear and convincing justifications and effective oral and written defenses when they are challenged. Also, ability to link budget requests to national priorities, organizational plans and program plans and express justifications in terms of outputs and outcomes.

Training need (1)___ (2)___ (3)___

Importance (1)___ (2)___ (3)___ (4)___

6. Understanding of the DOE staffing and FTE Allocation Process including the DOE staffing formulation, presentation and review process and the DOE staffing execution process. Knowledge of DOE staffing terms, e.g., Full Time Equivalent (FTE), Decision Unit, Allowance, OMB Target, FTE Budgeting, Staffing Budget Call.

Training need (1)___ (2)___ (3)___

Importance (1)___ (2)___ (3)___ (4)___

7. Ability to use the EERE Budget Hut for storing and retrieving budget information.

Training need (1)___ (2)___ (3)___

Importance (1)___ (2)___ (3)___ (4)___

Assessment key:

Your training need (1) little or none, (2) moderate, (3) extensive

Importance to your work (1) unimportant, (2) important, (3) critical, (4) don't know

III. BUDGET EXECUTION

1. Knowledge and understanding of the funding aspects of the DOE budget execution process (Appropriation Act becomes Law, OMB Apportionments, Approved Funding Program, Field Contracts (obligations), Costs, Outlays).

Training need (1)___ (2)___ (3)___

Importance (1)___ (2)___ (3)___ (4)___

2. Ability to interpret and understand the budget as appropriated and comply with Congressional reprogramming guidance.

Training need (1)___ (2)___ (3)___

Importance (1)___ (2)___ (3)___ (4)___

3. Knowledge of project management practices and techniques.

Training need (1)___ (2)___ (3)___

Importance (1)___ (2)___ (3)___ (4)___

4. Knowledge of federal acquisition including Acquisition Authorities, Procurement Integrity, Conflict of Interest, Acquisition Planning, Federal Labor Law, Requirements Definitions, Procurement Strategies (Formal Contracting and Financial Assistance), Contract Types, Socio-economic Programs, Contract Administration, and Contract Closeout.

Training need (1)___ (2)___ (3)___

Importance (1)___ (2)___ (3)___ (4)___

5. Ability to assign work and fund the DOE laboratories and field activities.

Training need (1)___ (2)___ (3)___

Importance (1)___ (2)___ (3)___ (4)___

6. Knowledge of and ability to use Grants, CRADA's, Interagency Agreements and similar types of agreements effectively.

Training need (1)___ (2)___ (3)___

Importance (1)___ (2)___ (3)___ (4)___

7. Knowledge of Performance-based Acquisition methods and techniques.

Training need (1)___ (2)___ (3)___

Importance (1)___ (2)___ (3)___ (4)___

8. Understanding of, and ability to apply DOE contractor management and project oversight techniques.

Training need (1)___ (2)___ (3)___

Importance (1)___ (2)___ (3)___ (4)___

Assessment key:

Your training need (1) little or none, (2) moderate, (3) extensive

Importance to your work (1) unimportant, (2) important, (3) critical, (4) don't know

9. Ability to develop and implement strategies for technology transfer and deployment.

Training need (1)___ (2)___ (3)___ Importance (1)___ (2)___ (3)___ (4)___

10. Ability to use the EERE Budget Hut for storing, retrieving and using budget execution information related to procurement and financial assistance, work assignments, funding allotments, obligations, etc.

Training need (1)___ (2)___ (3)___ Importance (1)___ (2)___ (3)___ (4)___

IV. ANALYSIS AND EVALUATION

1. Ability to establish performance-based objectives, measures and expectations for programs to facilitate evaluation of program success.

Training need (1)___ (2)___ (3)___ Importance (1)___ (2)___ (3)___ (4)___

2. Knowledge of, and ability to use, traditional oversight methods to compare actual versus planned performance (organization, program, project, individual, contractor, etc.)

Training need (1)___ (2)___ (3)___ Importance (1)___ (2)___ (3)___ (4)___

3. Ability to identify and take appropriate corrective actions to bring program performance into alignment with plans.

Training need (1)___ (2)___ (3)___ Importance (1)___ (2)___ (3)___ (4)___

4. Knowledge of financial management and control.

Training need (1)___ (2)___ (3)___ Importance (1)___ (2)___ (3)___ (4)___

5. Knowledge of the tracking and reporting requirements of the EERE Strategic Management System.

Training need (1)___ (2)___ (3)___ Importance (1)___ (2)___ (3)___ (4)___

6. Ability to evaluate contractor and laboratory performance by establishing performance-based requirements (objectives, measures and expectations) and an evaluation plan with evaluation criteria.

Training need (1)___ (2)___ (3)___ Importance (1)___ (2)___ (3)___ (4)___

Assessment key:

Your training need (1) little or none, (2) moderate, (3) extensive

Importance to your work (1) unimportant, (2) important, (3) critical, (4) don't know

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Assessment key:

Your training need (1) little or none, (2) moderate, (3) extensive

Importance to your work (1) unimportant, (2) important, (3) critical, (4) don't know